

S E C R E T

17 August 1984

MEMORANDUM FOR: Executive Director

FROM: Clair E. George
Deputy Director for Operations

SUBJECT: Progress Report on Pursuit of Excellence

1. The DO is moving on several fronts, both formally and informally, to implement the spirit of the Director's excellence program.

2. I have designated the Career Management Staff (CMS) as the action office for formal changes in DO policy. They have instituted the following changes in our personnel management practices:

- a. Time-in-grade guidelines for promotion to all grade levels have been shortened and redefined to include all time spent in grade, even if broken by temporary downgrading.
- b. Promotions are now done twice yearly instead of annually.
- c. Language students are now considered for promotion along with their peers in operating components.
- d. Conversions to officer status are now based on a more equitable quota system which takes into consideration the efforts of component managers to provide appropriate positions for employees to be converted.
- e. Performance appraisal workshops are being conducted for all DO supervisors.
- f. Orientation briefings for all employees entering on duty have been revised and expanded. An orientation checklist has been drafted.

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- h. Interviewing of DO Career Trainees has been centralized in CMS to ensure consistency and relieve the burden on the components.
- i. In addition to exercising the delegation of authority for certain awards, we have accelerated the DO processing of awards which require higher approving authority.
- k. An attrition study was conducted and results are now being reviewed.
- l. Procedures for dealing with substandard performance identified by promotion panels have been revised to insure prompt counseling and action.
- m. A DO Career Day is being planned for mid-October 1984.
- n. DO Division and Staff chiefs have been asked to provide incentives for attending language and operational training, such as employee contracts and expenses, to spouses accompanying officers overseas.
- o. We have rewritten several DO instructions to:
 - provide more liberal and consistent compensation for local hire and part-time spouses and dependents.
 - provide one comprehensive policy statement on Performance Appraisal Reports
 - more clearly define eligibility requirements for premium pay.
- p. The precepts for evaluation of managers are being revised to ensure that proper emphasis is being given to the importance of managerial responsibilities within the context of all applicable jobs.

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- q. The DDO is discussing with the DDA the possibility of assigning a senior Office of Personnel careerist to the deputy chief position of CMS.

3. The ADDO appointed a Committee on Excellence, chaired by a senior officer and made up of officers representative of the Directorate's population. This committee has identified several topics for study, made recommendations to the ADDO, and has become a point of contact and channel of communication for employees who have ideas or suggestions for improving the way we do our business. One of the suggestions, to establish a mobil crisis unit, is being implemented. In addition, this group acts as an advisory body on actions being recommended at the DCI level, by the Office of Personnel, or other sources.

4. The Committee on Excellence is studying the issues of compensation and benefits, motivation and recognition, intra-Directorate communications, use of the polygraph in reinvestigation, tandem couples in the DO, the language training and awards program, and career prospects and changing roles for senior secretaries. They also have developed a definition of managerial excellence which was used in preparing for an experimental management simulation for a group of seventeen branch-level DO managers.

5. In addition to the work of CMS and the Committee on Excellence, there are a number of actions being taken to improve communication in the Directorate:

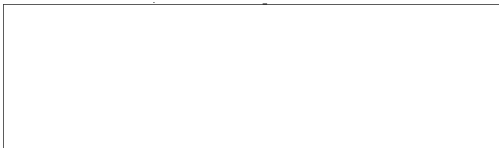
- a. A town meeting open to all employees was held by the ADDO and the chairman of the DO Committee on Excellence. A second meeting will be held in the fall.
- b. The Director was invited to tour several DO components.
- c. The DDO began a series of one-on-one meetings with branch chiefs.
- d. The DDO and ADDO have attended several component staff meetings or visited offices.

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- e. An off-site conference of all division and staff chiefs with the DDO and ADDO is scheduled for late September to discuss goals, priorities, and management issues for the Directorate for the coming year.

6. In the training arena, the DO has made extensive use of the Program on Creative Management. Graduates of this course have formed an "alumni association" which meets to discuss ways of applying creative management techniques to the DO milieu. The new course mentioned in paragraph 4 has generated further interest in ad hoc groups of managers meeting unilaterally or with the Committee on Excellence to discuss ways of sustaining excellence in management in the DO and broadening its impact. The latter group has also recommended a management development program for DO managers.

7. The key to this effort is to make it as pervasive as possible, rather than exclusively a top-down or committee approach. We are trying to encourage seeding and sharing of ideas at all levels. Then it is up to management to ensure conscientious follow-through.

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Clair E. George